



TASK ORDER

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**Command, Control, Communications, Computers, Combat
Systems, Intelligence, Surveillance, and Reconnaissance
(C5ISR) and Support Services**

in support of:

Special Operations Command (SOCOM)

Issued to:

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SECTION C – PERFORMANCE WORK STATEMENT

C.1 BACKGROUND

The United States (US) Special Operations Command (SOCOM) requires support services to assist SOCOM in all tasks associated with the acceleration and transition of SOCOM technologies into Department of Defense (DoD) capabilities. This support requires general administrative and technical expertise with regard to SOCOM and DoD processes. The contractor shall provide technical expertise across a broad range of technologies and disciplines, as well as in depth knowledge of military operations and organizational structures and procedures. This included the development of Concepts of Operations (CONOPS) at eight CCMDs and maintaining ten CCMDs.

The current complex global information environment requires integrated and synchronized efforts to ensure efficacy. In addition, Information Operations (IO) relies upon having an understanding of the target audiences and this complex, ever-changing operational environment. SOCOM has a global mission with inter-agency organizations initially supported by this TO. In order to conduct IO and messaging programs most effectively and efficiently, other partners will be involved, as well. The Government requires support to fulfill their missions and to counter threats to US national security from extremist organizations, terrorism, humanitarian crises, and pandemics.

C.1.1 PURPOSE

This requirement is to support quick response, rapid fielding capability to meet urgent Warfighter needs, as well as finding and fielding new and innovative technologies and capabilities, expanded and improved connectivity of existing capabilities, and technology insertion to enhance mission capabilities and improve systems performance and reliability. Support requires expertise in secure communications devices, architectures, networks, infrastructure and associated telecommunications delivery, cyber analytics, cyber forensics, cyber security and online identity management, as well as data entity resolution, text entity extraction of records, three dimensional geospatial visualization, user interface design, digital media forensic tool integration, and custom biometric tool integration. Providing support in this environment also requires an in-depth knowledge of mission specific, operational requirements for several C5ISR and intelligence disciplines leveraged in multiple geographical locations both Continental United States (CONUS) and Outside the Continental United States (OCONUS).

The purpose of this acquisition is also to provide turn-key support for the management, engineering and design, acquisition, fielding and support of C5ISR systems, worldwide telecommunications systems and interoperable command centers as well as specific, tailored functional support for its Components and Subordinate units. This support includes voice, data, video information, secure satellite and telecommunications systems, equipment and technologies, and logistics, as well as the specialized training and sustainment to enable the Components and combat forces to maximize the fielded capabilities and to sustain the operational readiness at the required levels.

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C.1.2 AGENCY MISSION

SOCOM synchronizes the planning of Special Operations and provides Special Operations Forces to support persistent, networked and distributed Global CCMD (ten CCMDs) operations in order to protect and advance our Nation's interests. Areas of Focus are:

- Civil Affairs
- Counterinsurgency
- Counterterrorism
- Countering Weapons of Mass Destruction
- Direct Action
- Foreign Humanitarian Assistance
- Foreign Internal Defense
- Hostage Rescue and Recovery
- Military Information Support Operations
- Security Force Assistance
- Special Reconnaissance
- Unconventional Warfare
- Preparation of the Environment

C.2 SCOPE

The scope of this TO is to provide SOCOM, their Components, and their other Government partners with appropriate C5ISR support to develop culturally relevant content development, production, dissemination, assessments, multimedia monitoring, and operational research support. This type of support directly assists Government efforts to counter violent extremist ideologies and mitigate or reduce their impact on regional stability, as well as additional threats to U.S. national security interests, such as trafficking, pandemics and humanitarian crises. Additionally, this support provides research support, various metrics analysis, and planning that assist in preparation for existing and future threats. The scope also includes facilitating knowledge sharing and training activities where appropriate and in conjunction with the Government. The Government is looking to gain synergies and efficiencies over the life of the TO in order to increase the effectiveness of IO efforts by improving consistency of message and content, and coordination of efforts.

SOCOM, other Department of Defense organization and the interagency are the initial organizations supported by this TO, but the contractor may be required to support additional Commands, Components, and other Government partners during TO performance.

The contractor will perform support on-site and off-site at various locations, which will require travel routinely to Continental United States (CONUS) and to Outside the Continental United States (OCONUS) locations.

C.3 CURRENT ENVIRONMENT

The primary focus is on providing support for a global mission set. Operation Inherent Resolve (OIR) was designated as US military operations in Iraq and Syria against the Islamic State of Iraq and the Levant (ISIL) terrorists on October 15, 2014 and designated as a contingency

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operation on October 17, 2014. Extremist organizations pose a growing global threat, including a threat to the US. The US strategy to degrade and ultimately defeat extremist organizations involves several agencies, for a whole-of-government approach, and multiple lines of effort, including providing military support to coalition partners, preventing the flow of funds and fighters to extremist organizations, addressing humanitarian crises in the region, and exposing the extremist organizations' true nature.

This TO represents an expansion from the current approach; this expansion is an effort to include additional partners and international capability. Counter-terrorism efforts are not limited only to CENTCOM's AOR; therefore, this TO will incorporate additional DoD and interagency involvement to expand the focus to additional regions and areas of interest (AOIs). Involving these additional areas will lead to improved message content, relevance, and timeliness for IO efforts across AOIs. Support will initially focus on countering the threat of terrorism and extremist organizations and potentially expand to include IO support to counter additional threats such as humanitarian crises and pandemics.

C.3.1 SPECIAL OPERATIONS COMMAND (SOCOM)

SOCOM provides command, control, and training for all special operations forces (SOF) in the US. SOCOM's primary mission is to provide combat-ready forces for rapid reinforcement of the other unified commands worldwide. The Commander of SOCOM is the designated joint proponent for Military Information Support Operations (MISO), which includes leading the collaborative development, coordination, and integration of the MISO capability across DoD. This command also has the primary responsibility for nation building and counter terrorism. SOCOM is located at MacDill Air Force Base, Florida.

With national and international partners, SOCOM promotes cooperation among nations, responds to crises, deters or defeats state and non-state aggression, and supports development and, when necessary, reconstruction in order to establish the conditions for regional security, stability, and prosperity. Currently, SOCOM efforts focus on counter-terrorism globally.

C.3.2 UNITED STATES CENTRAL COMMAND (CENTCOM)

CENTCOM is one of the Geographic CCMDs and its area of responsibility (AOR) covers the central region of the globe. Its AOR includes the following countries: Afghanistan, Bahrain, Egypt, Iran, Iraq, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Lebanon, Oman, Pakistan, Qatar, Saudi Arabia, Syria, Tajikistan, Turkmenistan, United Arab Emirates, Uzbekistan, and Yemen. CENTCOM is headquartered at MacDill Air Force Base, Florida.

The mission of CENTCOM is, along with its partners, to disrupt and neutralize transnational threats, protect US personnel and facilities, prevent and mitigate conflict, and build Middle Eastern partner defense capability and capacity in order to promote regional security, stability, and prosperity. USCENTCOM is currently building up its capacity at the Command level to focus initially on counter-terrorism in Syria and Iraq then expand into additional locations and focus on additional threats such as counterterrorism and humanitarian crises.

C.3.3 UNITED STATES AFRICA COMMAND (AFRICOM)

AFRICOM is one of the Geographic CCMDs and is responsible for military relations with African nations, the African Union (AU), and African regional security organizations.

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AFRICOM is responsible for DoD operations, exercises, and security cooperation activities on the African continent (except for Egypt), its island nations, and surrounding waters. USAFRICOM is headquartered in Stuttgart, Germany.

The mission of AFRICOM is, along with its partners, to disrupt and neutralize transnational threats, protect US personnel and facilities, prevent and mitigate conflict, and build African partner defense capability and capacity in order to promote regional security, stability, and prosperity. AFRICOM is currently building up its capacity at the Command level to focus initially on counter-terrorism in Northern Africa then expand into additional locations and focus on additional threats such as trafficking and humanitarian crises.

C.3.4 UNITED STATES EUROPEAN COMMAND (EUCOM)

EUCOM's area of focus covers almost one-fifth of the planet, including all of Europe, large portions of Asia, parts of the Middle East, and the Arctic and Atlantic Oceans. EUCOM is responsible for US military relations with NATO and 51 countries on two continents with a total population of close to a billion people. EUCOM is headquartered in Stuttgart, Germany. The mission of the EUCOM is to conduct military operations, international military partnering, and interagency partnering to enhance transatlantic security and defend the US forward.

EUCOM executes its mission by establishing an agile security organization able to conduct full spectrum activities as part of whole-of-government solutions to secure enduring stability in Europe and Eurasia. EUCOM plans to build up its counter-terrorism IO capability alongside CENTCOM, using CENTCOM's existing capabilities and expertise to expand IO counter-terrorism efforts to its AOR.

C.3.5 UNITED STATES PACIFIC COMMAND (PACOM)

PACOM is responsible for the Indo-Asia-Pacific region. It is the oldest and largest of the unified CCMDs. Its commander, the senior US military officer in the Pacific, is responsible for military operations in an area which encompasses more than 100 million square miles, or roughly 52 percent of the Earth's surface, stretching from the waters off the west coast of the United States to the west coast of India, and from the Arctic to the Antarctic.

The mission of PACOM is to protect and defend, in concert with other US Government agencies, the territory of the United States, its people, and its interests. With allies and partners, they enhance stability in the Indo-Asia-Pacific region by promoting security cooperation, encouraging peaceful development, responding to contingencies, deterring aggression and, when necessary, fighting to win. This approach is based on partnership, presence and military readiness.

C.3.6 UNITED STATES SOUTHERN COMMAND (SOUTHCOM)

SOUTHCOM is responsible for providing contingency planning, operations, and security cooperation in its assigned Area of Responsibility which includes:

Central America

South America

The Caribbean (except US commonwealths, territories, and possessions)

SOUTHCOM leverages rapid response capabilities, partner nation collaboration, and regional cooperation within our Area of Responsibility in order to support US national security

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objectives, defend the Southern approaches to the United States, and promote regional security and stability. The command is also responsible for the force protection of US military resources at these locations. SOUTHCOM is also responsible for ensuring the defense of the Panama Canal.

C.4 OBJECTIVE

The contractor shall develop strategic and technical plans for the transition to advanced technologies and systems which will enhance the user community's ability to perform their missions in direct support of military objectives and operations. The contractor shall support the Government in the research and analysis to develop culturally relevant content development, production, dissemination, assessments, multimedia monitoring, and operational research support in Areas of Interest (AOI) and develop and implement plans to provide accurate information. The contractor shall provide Information Operations support to enhance the coordination and interfacing between operational activities and the local populace.

C.5 TASKS

The contractor shall provide full translation support, as applicable. Translators shall be highly-trained professionals, native speakers of the target language, and have experience in professional translation. Where it is applicable and consistent with industry best practices, the contractor may provide automated translation support; however, the Government may require that automated translation support be reviewed and/or validated. All language and translation requirements are subject to change over the life of this TO. The contractor shall provide full-service cultural knowledge, linguistic services, political, journalistic, editorial, media, and information technology subject matter expertise. The contractor shall support the following tasks in support of this TO:

- a. Task 1 – Provide Project Management
- b. Task 2 – Provide Transition-In Support
- c. Task 3 – Provide Transition-Out Support
- d. Task 4 – Provide Technical Advisory Services
- e. Task 5 – Provide Media and Research Support
- f. Task 6 – Provide Content Development and Distribution
- g. Task 7 – Provide Information Operations (IO) Planning Support and Engaging Local Partners
- h. Task 8 – Provide Training Support

C.5.1 TASK 1 – PROVIDE PROJECT MANAGEMENT

The contractor shall provide project management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS). The contractor shall identify a Project Manager (PM) by name who shall provide management, direction, administration, quality assurance, and leadership of the execution of this TO.

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C.5.1.1 SUBTASK 1.1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the DoD via a secure data collection site. The contractor shall completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the support desk at: <http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.5.1.2 SUBTASK 1.2 – COORDINATE A PROJECT KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting at the location approved by the Government (Section F, Deliverable 02). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, representatives from the directorates, other relevant Government personnel, and the FEDSIM COR.

At least three days prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (Section F, Deliverable 01) for review and approval by the FEDSIM COR and the Technical Point of Contact (TPOC) prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Points of contact (POCs) for all parties
- b. Draft Project Management Plan (PMP) (Section F, Deliverable 07) and discussion including schedule, tasks, etc.
- c. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government)
- d. Staffing Plan and status
- e. Transition-In Plan (Section F, Deliverable 11) and discussion
- f. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs))
- g. Invoicing requirements
- h. Transition discussion

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

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The contractor shall draft and provide a Kick-Off Meeting Minutes Report (Section F, Deliverable 03) documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.3 SUBTASK 1.3 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (Section J, Attachment F) (Section F, Deliverable 04). The MSR shall include the following:

- a. Activities during reporting period, by task (include on-going activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status (security clearance, etc.).
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- f. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- g. Accumulated invoiced cost for each CLIN up to the previous month.
- h. Projected cost of each CLIN for the current month.

C.5.1.4 SUBTASK 1.4 – CONVENE TECHNICAL STATUS MEETINGS

The contractor PM shall convene a monthly Technical Status Meeting with the TPOC, FEDSIM COR, and other Government stakeholders (Section F, Deliverable 05). The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR within five workdays following the meeting (Section F, Deliverable 06).

C.5.1.5 SUBTASK 1.5 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a draft PMP (Section F, Deliverable 07) on which the Government will make comments. The final PMP (Section F, Deliverable 08) shall incorporate the Government's comments.

The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to risk management under this TO.

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- f. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.
- g. Contain a Quality Control Plan (QCP)

C.5.1.6 SUBTASK 1.6 – UPDATE THE PROJECT MANAGEMENT PLAN (PMP)

The PMP is an evolutionary document that shall be updated annually at a minimum (Section F, Deliverable 09). The contractor shall work from the latest Government-approved version of the PMP.

C.5.1.7 SUBTASK 1.7 – LESSONS LEARNED REPORTS

The contractor shall submit lessons learned reports (Section F, Deliverable 10), as requested by the TPOC and COR via email, to document any lessons learned during TO execution. The lessons learned reports shall:

- a. Identify the activity or experience.
- b. Identify the problem or success.
- c. Describe the impact of the problem or success.
- d. Provide a recommendation to the problem or success.

Lessons learned reports shall be submitted to the Joint Staff lessons learned database in the correct format for each CCMD. Service components will submit lessons learned to the service lesson learned database using the format outlined by the database.

C.5.1.8 SUBTASK 1.8 – PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report when the request for travel is submitted (Section F, Deliverable 11). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and Point of Contact (POC) at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, trip reports shall be prepared with the information provided in Section J, Attachment G.

C.5.2 TASK 2 – TRANSITION-IN

The contractor shall provide a Transition-In Plan as required in Section F (Section F, Deliverable 12). The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan No Later Than (NLT) five Government workdays after award, and all transition activities shall be completed 15 Government workdays after approval of Transition-In Plan (Section F, Deliverable 12)

C.5.3 TASK 3 – TRANSITION-OUT

The contractor shall provide Transition-Out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The

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contractor shall provide a draft Transition-Out Plan within six months of Project Start (PS) (Section F, Deliverable 13). The Government will work with the contractor to finalize the Transition-Out Plan (Section F, Deliverable 13) in accordance with Section E. At a minimum, this Transition-Out Plan shall be reviewed and updated on an annual basis (Section F, Deliverable 13). Additionally, the Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period (Section F, Deliverable 13).

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes
- b. Points of contact
- c. Location of technical and project management documentation
- d. Status of ongoing technical initiatives
- e. Appropriate contractor to contractor coordination to ensure a seamless transition
- f. Transition of Key Personnel
- g. Schedules and milestones
- h. Actions required of the Government

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless Transition-Out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

C.5.4 TASK 4 – TECHNICAL ADVISORY SERVICES

The contractor shall assist Government program managers in developing strategic and technical plans to promote the SOCOM mission within the guidelines and time frame requested by the program manager.

The contractor shall provide research and program support of government activities with regard to procurements, schedules (technical and administrative), technical risk, user impact, and technology/system transfer efforts. The contractor shall provide assessments of proposed demonstrations and field trials to determine the technical merit of proposed objectives and methodologies.

The contractor shall assist in the development and transition of technology and systems to the user community and support the activities of on- going and future work in regard to the interaction of the technology/system program with the respective community at large. This shall require identifying and translating user requirements into specific technology/system research and development objectives, illustrating the benefits of applying the technology/system to military equipment users and developers, identifying the military and commercial utility of new products and technology/system developments, and defining system architectures and supporting subsystem performance requirements.

The contractor shall conduct quantitative analyses of system mission requirements as they pertain to the potential insertion of advanced technologies, evaluate alternatives and trade-offs, evaluate costs and benefits, investigate compatibility, inter-operability and integration, and study

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reliability issues. Additionally, the contractor shall provide support to portfolio objectives and in carrying out associated technical and program management responsibilities. This may include technical analyses to help define, assess, and monitor the technical aspects of the program. In particular, the contractor shall conduct performance analyses and assist with technical assessments of performer progress based on the task elements within the performer's requirements in order to track program progress, technical risk, and potential program impact of failure.

C.5.5 TASK 5 – PROVIDE MEDIA AND RESEARCH SUPPORT

The US relies on all forms of influence to counter threats such as extremist campaigns. The Government and DoD CCMDs are tasked to gather and collect information through a multitude of different platforms (e.g., television (TV), print, social media, population surveys, and industry research). The CCMDs are charged with analyzing quantitative and qualitative primary and secondary data of indigenous populations and societies in a specified geographical area to support the US fight against violent extremist organizations and additional Government objectives.

The contractor shall analyze and produce assessments which evaluate friendly and adversary operations, capabilities, objectives, and gaps to assist the Government in dismantling terrorist campaigns and furthering additional Government strategic objectives, as required.

The contractor shall provide support and assistance to SOCOM, in conducting market research, creative and content development, and commercial quality digital and traditional behavior change marketing techniques within AOIs in the specified geographical area and neighboring regions that directly support Government and military objectives, operations, and activities. This includes providing services in market research and analysis, digital and traditional marketing, and application of those methods. The contractor shall provide targeted media environment support to include host nation laws and regulations. All products provided by the contractor and any accompanying reports shall be complete, ready for distribution, consistent with a high level of quality control, culturally sensitive and appropriate, encompass a wide range of topics, and relevant to the audience identified by the requesting agency. The contractor shall participate in CCMD/IA working groups serving as a traditional and digital media marketing subject matter experts (SMEs). The contractor shall also provide SME support on the behalf of the agency to assist other DoD and interagency partners, as requested. Additionally, as requested by the Government, the contractor shall provide training to relevant partnered staff on the use of traditional and digital media in support of operations.

The primary objective of this task is to enable existing platforms and develop integrated marketing, outreach, and communications in support of themes and objectives derived from the Government/DoD objectives, emerging contingencies, and approved plans and programs in direct support of military objectives and operations. The contractor shall develop, produce, disseminate, deliver, and identify any measurable impact indicators of localized and culturally appropriate content. The contractor shall utilize marketing techniques that use modern behavioral change in order to identify foreign audiences, influencers, and key communicators, and assess the effectiveness of messaging on their behaviors. As emerging technologies become available, the contractor shall be responsible for incorporating them into deliverables and programs after Government review and approval. The contractor shall also advise CCMD and Interagency

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planners on task integration and provide recommendations and inputs into the planning efforts during deliberate, crisis, and steady state operations and activities. The subtasks identified below will be required to be performed with Government supervision. All reports produced and data provided by the contractor shall be in a format agreed upon by the contractor and the Government, and adjusted as necessary. On-going research across the geographical AOI shall be required beginning at the start of performance of this TO.

C.5.5.1 SUBTASK 5.1 – TARGET AUDIENCE RESEARCH

The contractor shall conduct industry standard research on target audiences, as specified by the Government and in multiple regions in order to develop an understanding of these highly complex audiences. Industry standard research refers to primary research in the form of focus groups and surveys, as well as secondary and syndicated audience research tools (e.g., Geoscape, Census data, etc.). The contractor shall utilize available industry data, including market data available for purchase, outside reports, and other data provided by the requested agency, and develop audience profiles for the designated AOIs. Where standard data tools, such as those primary research methods listed above, are not available, the contractor shall be required to conduct non-traditional forms of primary research. The contractor shall provide demographic/segment data (Section F, Deliverable 14) on audiences in the AOI to the Government. This data could include, but is not limited to, age, gender, external and internal conditions and influences that drive their behavior, media consumption, geographic concentration of the identified groups or segments (i.e., military age individuals), online/digital concentration, and networks (both real life and digital). The contractor shall also identify key communicators to target audiences including, but not limited to, biographical data, professional background, educational background, personal background, influencer qualifications, political/state/tribal affiliations, user activity, platforms they are active on, their online messaging/objectives, and their audience/followers.

C.5.5.2 SUBTASK 5.2 – TARGET MARKET RESEARCH

The contractor shall conduct industry standard market research in areas designated and prioritized by the requesting Government agency. Research shall include, but is not limited to, the identification of various types of media and market tactics utilized in the area. The contractor's research shall focus on the identified geographic markets, regions, and audiences and shall ensure that information on US persons is not collected or utilized. The contractor shall provide the following (Section F, Deliverable 15) to the Government:

- a. Major media outlets and audience segments, media consumption characteristics in the target market which could include traditional media, as well as digital media outlets (social media, etc.), available advertising options, and networks used in the target market.
- b. Advertising costs (e.g., cost per thousand impression (CPMs)) for each media vehicle or platform, by language.
- c. Recommended mobile platforms, connections (2G, 3G, etc.), network architecture, and hardware and software capabilities in the target market.
- d. Languages used in various media outlets.
- e. Ownership and alignment (pro-Government/DoD objective, anti-Government/DoD objective, etc.) of various media platforms.

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- f. Instances of censorship/one-sided reporting, or intentional blackouts (jamming, etc.).
- g. Methods to shape the identified media landscape and new and emerging marketing technologies and techniques; and, to maximize use of industry best practices.

C.5.5.3 SUBTASK 5.3 - PROVIDE SUPPORT FOR POPULATION SURVEYS

The contractor shall develop an in-depth survey report for each country, as designated by the Government, accompanied with all original survey data (Section F, Deliverable 16). Each report shall include an executive summary and pictorial slides that summarizes significant data in the report. The contractor shall perform these studies in accordance with the highest standards of qualitative research and analysis. The contractor shall work with the Government for Chief of Mission concurrence to ensure country clearance is granted to conduct these fieldwork national level surveys.

The contractor shall be prepared to conduct national level surveys primarily in the Central Gulf region, eastern and northern African nations, the European continent, and in other areas as required by the Government. The survey topics will be provided by the Government for each survey requested.

The contractor shall conduct all interviews in a scientifically rigorous manner. The contractor shall employ highly developed capabilities for implementing complex sample designs and successfully encouraging the cooperation of sampled families and individuals. The contractor shall ensure quality of interview completeness, data collection methodology, and data integrity and accuracy for all surveys using methods that are published in peer-reviewed, scientific or academic social and behavioral science literature.

All quantitative questionnaires shall be pilot tested before fielding and all qualitative questionnaires shall be pilot tested with two similar language respondents of the intended and ultimate audiences. All sampling frames produced by the contractor shall be pre-approved by the Government before fielding.

C.5.5.4 SUBTASK 5.4 – MULTI-LEVEL MEDIA STRATEGY AND EXECUTION PLAN

The contractor shall provide a media strategy for each developed program or approved plan/operation, as designated by the Government. A program or operation is defined as: a named operation-such as OIR, Concept of Operations (CONOPs), Operational Order (OPORD), an approved MISO or Communications plan, and/or National Messaging plan. The developed strategy and execution plan could be at the strategic level (regional/global), operational (defined geographical area), tactical, and/or include all three levels (Multi-level) supporting the program or plan/operation.

For each program, as designated by the Government, the contractor shall provide a media campaign strategy with a detailed execution plan (Section F, Deliverable 17) that contains the rationale for executing the program, measurable objectives, target audience information, tactics, detailed timetables, work plans, and budgets. The strategy shall include the recommended media types and messages for the program. Plans shall include strategies and tactics that are actionable and measurable. When developing the media campaign strategy and execution plan, the contractor shall utilize information gathered under Subtasks 5.1, 5.2, and 5.3 above. The contractor shall include recommendations for future efforts within the scope of Subtasks 5.1, 5.2,

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and 5.3 in support of the relevant program. The contractor shall also propose Measures of Effectiveness (MOE), Measures of Performance (MOP), and any return on investment (ROI) that can be used by the Government to evaluate the successful execution of the plan. The contractor's proposed MOE and ROI will be reviewed and approved by the Government before being implemented. The contractor shall be responsible for monitoring the implementation of the overall strategy and tactical execution.

C.5.6 TASK 6 – CONTENT DEVELOPMENT AND DISTRIBUTION

The contractor shall provide content and product development support to directly counter threats such as the efforts of violent extremists and humanitarian crises. The contractor shall support this task, as detailed in approved Government strategic plans (such as the Government Counter ISIL Strategy), operational plans (such as OIR), and/or tactical plans. The contractor shall identify and provide the client with detailed, local information types, sources, and procedures to be used in obtaining, organizing, analyzing, and incorporating this information into content. Content developed by the contractor may include, but is not limited to, text, graphics, video, audio, audio-visual components, and any other information featured on relevant platforms. Content developed by the contractor shall demonstrate an intimate knowledge of the regional media markets, as well as the cultural, social, political, and economic dynamics for the target region and target audiences. The contractor shall develop content that demonstrates an understanding and reflection of local and regional perspectives to include the use of indigenous terms and dialects. The contractor shall also use items and events of regional interest and developed techniques to transmit timely, accurate, and comprehensive messages as required by the Government. The contractor shall develop content that provides open and unbiased analyses of major events in the targeted regions and the ramifications of those events on the target audiences. All content shall be oriented toward identified foreign, target audiences and not on US audiences. Finally, except when directed by the Government client, the content shall not replicate the role of Government and DoD Public Affairs or address US foreign policy issues. Rather, the content shall reflect native/indigenous understanding and journalism, politics, academics, security, culture, entertainment, and other aspects of specified objectives.

All products shall have appropriate DoD, Interagency, and Coalition partner approvals. The Government is responsible for facilitating the products through the approval process. The approval process will take place after the product prototype is developed. Products will not be disseminated until after the approval process has concluded and the Government directs the dissemination.

The contractor shall be responsible for dissemination and distribution of content to the Government agency and third-party platforms (e.g., news websites, aggregators, etc.) that shall ensure delivery of content to the target audience in the specified geographical area directly supporting stated objectives, Government/military operations, and activities. In areas identified by the Government, the contractor shall develop a network of content providers and shall provide content in accordance with the Government/DoD objectives. A content development workflow shall be established by the contractor that provides an efficient method for the Government to review and provide feedback and approval.

The contractor shall also develop news dissemination platforms including a maximum of 4 radio ground stations as required in relevant target audience regions to ensure delivery to the target

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audience in the specified geographical area that directly support Government objectives, operations, and activities. The distribution and dissemination of content in these relevant target audience regions shall be ongoing. Finally, the contractor shall provide periodic content dissemination, media monitoring, and social media monitoring reports that reflect relevant metrics which may include, but are not limited to, media impressions, web reach, social reach metrics, and, when relevant, sentiment analysis.

The contractor shall also provide Multi-Mission Payload (MMP) services as a news dissemination platform. The vendor shall provide services to conduct integration, testing and operational demonstrations that will accelerate the fielding of this capability. This effort supports the operation and maintenance, and operational demonstrations with multiple aircraft. The operational demonstrations will generate the right TTPs and efficient sustainment practices execute successfully Military Information Support Operations (MISO) missions in an operational theater. The contractor shall provide, as needed:

- Provide technical SMEs during all phases of MISO Operations, evaluation, and transition. Make recommendations based on best value and ability to satisfy mission requirements.
- Provide program support for testing and evaluation of MMP during multiple platform demonstrations of dissemination/distribution and in multiple locations and environments both CONUS and OCONUS.
- Provide support and expertise for payload and communication systems integration for the multiple platforms.
- Provide over-the-horizon, and direct downlink communications support services for operations and demonstrations both OCONUS and CONUS.
- Provide up to 200 hours of flight time on a King Air C90 with maintenance, pilots and hanger position to support testing;
- Provide up to 500 hours of flight time on a King Air 350 with pilots, full maintenance and hanger position
- Provide up to 200 hours of flight time on a MQ-1A UAS 200 aircraft to include the control station, maintenance and pilots.
- Support aviation asset deployments and in-country support.

C.5.6.1 SUBTASK 6.1 – PRODUCT DEVELOPMENT

For each target audience and based on the specific Governmental agency's approved campaign strategy and operational/tactical plan, the contractor shall create targeted messages and materials which may consist of broadcast (e.g., TV, radio, videos, etc.), print, outdoor, digital, and other advertising (Section F, Deliverables 18). Based on its approved strategic and tactical plan, the contractor shall present creative concepts for Governmental review, comment, refinement, and approval. The contractor shall adhere to the following process for product development, unless otherwise directed by the Government: 1) prototype development, 2) pre-testing, 3) refinement, 4) production, 5) dissemination, and 6) data collection.

- a. The contractor shall ensure the following are taken into consideration in the development and execution of developed products:

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1. Unique characteristics, experiences, norms, values, behaviors, and beliefs of the targeted audience, and relevant historical, environmental, and social forces are taken into consideration in the development and execution of creative advertising materials.
 2. All materials (e.g., traditional, digital, and non-traditional) are prepared in a format consistent with industry practice and are in formats that are industry standard and designed for use in accordance with the paid media plan and other aspects of the approved strategic and tactical plan.
 3. All necessary and applicable terms of services, privacy, security, and other best practices and legal requirements are completed prior to disseminating creative materials.
- b. Additionally, when applicable and based on local laws and regulations, the contractor shall:
1. Negotiate usage rights for TV, radio, print, and digital materials, as necessary, and procure the proper advertisement usage rights for placement.
 2. To the extent reasonably possible, not use talent, graphics, music, or other media that will require residual payments.
 3. Maintain complete documentation concerning talent contracts, music rights, and any information needed to determine legal issues involving broadcast, use, or distribution of any and all broadcast products, to any audience, at any time.
 4. Ensure that all talent, images, and other materials are negotiated to include buy-out rights, as available, and at least cover the duration of the TO period of performance.
 5. Provide to the Government client all finalized creative materials, including supporting paperwork.

Creative materials files shall include all source files and supporting files including, but not limited to, artwork, fonts, images, and illustrations used to create the products.

C.5.6.2 SUBTASK 6.2 – PAID MEDIA PLANNING, BUYING, AND OPTIMIZATION

The contractor shall plan and execute paid media campaigns in support of approved Government operational plan(s). The supporting media campaigns shall be documented in Paid Media Plans (Section F, Deliverable 19) which shall include, but are not limited to:

- a. Description of strategy and associated marketing objectives, including an approach to channel planning.
- b. Media plan that demonstrates in-depth knowledge of the media consumption habits of intended audience including, but not limited to, how the buys will support objectives, estimated reach, frequency, and cost.
- c. Media mix, including breakdown of percentage spent by media type.
- d. Media flighting chart including each media type to demonstrate various suggested flight times, media weights/insertion levels, and other relevant factors.
- e. Analytical measurement plan to track success, determine the effectiveness of paid media efforts, and plans for mid-course adjustments if desired outcomes are not being achieved.
- f. Negotiation of bonus media weight or added-value media.

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- g. Proof of performance consisting of, but not limited to, progress reports, media vendor invoices, tear sheets, affidavits of performance for broadcast, vendor invoices, match reports, air checks, screenshots, photographs, and third-party media tracking solutions to ensure campaign delivery and to verify media billings.
- h. Whenever possible, the contractor shall always negotiate for value-added.

C.5.6.3 SUBTASK 6.3 – MEDIA PLATFORMS

The contractor shall develop and/or customize traditional media products and user-centered digital destinations that may include, but are not limited to: radio, TV, print, websites, mobile applications, social media pages/handles, and other media development platforms. The contractor shall identify and describe potential information types and sources, and the procedures to be used in obtaining, organizing, analyzing, and incorporating cultural knowledge and media environment information, gained in the execution of Section C.5.5, into products and content. The following are the deliverables for media platforms (Section F, Deliverables 20); the contractor shall work with the Government to determine the appropriate existing and required platform(s):

- a. **Traditional Media** – the contractor shall produce and broadcast regularly scheduled and contingency radio and TV messages (Satellite and Broadcast), advertisements, and shows. The contractor shall provide one method, at minimum, at the end of each broadcast to enable listener feedback, as required. The contractor shall produce and disseminate print media that may include: billboards, posters, handbills, newspapers, periodicals, brochures, and comic books. The contractor shall provide additional media types as they become available or are determined to be relevant to the program, target audience, or target environment.
- b. **Websites** – the contractor shall be responsible for implementing a scalable and non-proprietary content management system (CMS) and establishing a secure and stable hosting environment. Websites shall utilize device-agnostic responsive design (mobile) and adhere to usability best practices. The CCMD requires that all CCMD website platforms be operational and accessible on the Internet 24 hours a day, seven days a week (24/7), with a 99 percent reliability rate (at the host location). The CCMD also requires US-based secure hosting environments, preferably in a cloud hosting environment. Websites will require one-click attribution, clearly identifying that information is being provided by the CCMD.

The contractor shall conduct continuous security monitoring of all hosting platforms under control of the contractor. The contractor shall employ industry best practices for proactive information security such as virus scan tools to include intrusion detection and countermeasures, daily preventive security scans, virus and Trojan horse protection, daily incremental backups, and weekly complete backups. The contractor shall maintain compliance with Industry and DoD Information Assurance Vulnerability Advisories published by the DoD Computer Emergency Response Team (CERT) as applicable.

The contractor, after getting final approval from the CCMD, shall secure rights to the chosen Uniform Resource Locators (URLs), as well as those of similar URLs (i.e., .com, .net, .info, .org, etc.) as required by the CCMD.

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The contractor shall develop and obtain content for use on existing and new websites. Examples of content to be developed include: text, graphics, video, audio, and audio-visual components, including articles, features, photographs, downloads, podcasts, and all information features on the web pages. This content may also be used on social media pages in addition to the websites. The contractor shall measure and report website performance, reach, and effectiveness.

- c. **Mobile Applications** – the contractor shall maintain and/or develop custom mobile applications across potential mobile platforms such as iOS, Android, Windows, and Blackberry. The custom mobile applications shall include mobile user experience and human computer interaction best practices. The contractor shall provide expertise in development frameworks which can include, but are not limited to Django, PostgreSQL, and CouchDB. All mobile applications shall be machine and user tested across devices, platforms, and operating systems. In addition, the contractor shall provide expertise in successfully receiving approvals for applications to be listed on Apple iTunes, Google Play, Windows Store, and other relevant mobile application marketplaces. The contractor shall measure and report mobile application performance, reach, and effectiveness. The contractor shall report metrics for each mobile application, such as application downloads, visitors per day, content accessed, time spent on application, location of visitor (if available), and engagement metrics (e.g., comments, likes, shares).
- d. **Social Media Pages and Handles** – the contractor shall maintain existing and may be required to setup and customize social media profiles, pages, handles (e.g., Facebook Company pages, Twitter accounts, YouTube channels, etc.), and implement industry best practices. The contractor, after receiving final approval from the CCMD, shall secure rights to the chosen social media handles as required by the CCMD. The contractor shall establish and receive CCMD approval on a comment feedback system to receive, translate, recommend approval of, and post, as appropriate, all comments regarding content including, but not limited to, original individual features or news summaries.

The contractor shall identify and provide to the Government potential information types, sources, and procedures to be used in obtaining, organizing, analyzing, and incorporating this information into online content. Content requirement will consist of text, graphics, video, audio, and audio-visual components including articles, features, photographs, downloads, podcasts, and all information features on the web pages, mobile applications, and associated social media sites. Content submitted by the contractor shall demonstrate an intimate knowledge of the regional media markets, as well as the cultural, social, political, and economic dynamics for the target region and target audiences. Content should demonstrate an understanding and reflection of local and regional perspectives, to include the use of indigenous terms and dialects. Content shall use items and events of regional interest and developed techniques to transmit timely, accurate, and comprehensive messages as required by the Government. Content shall provide open and unbiased analyses of major events in the targeted regions and the ramifications of those events on the target audiences. Content shall be oriented toward identified foreign, target audiences and not on US audiences. Except when directed, content shall not replicate the role of DoD Public Affairs or address US foreign policy issues. Content providers should have native/indigenous understanding with backgrounds in journalism, politics,

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academics, security, culture, entertainment, and other aspects of Government overseas operations, which appeal to identified foreign target audience.

The contractor shall measure and report social media pages and handles performance, reach, and effectiveness. The contractor shall report metrics, such as social media data by type (Facebook, Twitter, YouTube, etc.), to include: likes, tweets, re-tweets, views, referrals, new likes/followers.

- e. **Email** – the contractor shall implement and customize an email management service (EMS) to manage, deploy, and report on all email communications to support distribution **of direct email marketing (e.g., daily summaries, topic specific email summaries, etc.)**. The contractor shall provide translated emails to the CCMD within a reasonable time period (48 hours or less). The contractor shall be responsible for providing any translation and the translation shall be languages in which the content is published. If an email or comment is received outside of the content language(s), then a computer based translation service may be used.
- f. **Emerging Platforms** – the contractor shall develop and/or customize user-centered digital destinations on new or emerging digital platforms as they become available or are determined to be relevant to programs.

C.5.6.4 SUBTASK 6.4 – DIGITAL PLATFORMS SUPPORT

The contractor shall provide support to ensure successful execution across all subtasks. The support shall include, but is not limited to:

- a. **User Technical Support** – the contractor shall provide user support across all digital platforms (e.g., mobile applications, websites, social media platforms, etc.)
- b. **Client Support** – the contractor shall provide on-call analytical, technical, and consulting support to maintain digital platforms on a 24/7 basis. The service level for such client support shall be one hour response during business hours (0800 to 1700 for the client's local time zone) and three hour response time outside of business hours.

C.5.7 TASK 7 – INFORMATION OPERATIONS (IO) PLANNING SUPPORT AND ENGAGING LOCAL PARTNERS

C.5.7.1 SUBTASK 7.1 – IO PLANNING SUPPORT

The contractor shall support the CCMDs in conducting research, forming capabilities, and developing and executing IO plans. The contractor shall provide expertise in articulating information requirements needed to drive IO planning; establishing regular reporting criteria and timelines to satisfy operational and theatre IO information requirements; and, interfacing with other theater intelligence activities.

The contractor shall support activities including, but not limited to, the following:

- a. Integrate and synchronize theater IO efforts into IO plans and operations to address current and future Operation Plans (OPLANs).
- b. Review all Electronic Warfare (EW), MISO, Military Deception (MILDEC), Cyberspace Operations (CO), and Operations Security (OPSEC) activities.

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- c. Analyze the development of procedures, organizations, and the allocation of IO responsibilities and tasks to intelligence and operational organizations across the region.
- d. Support the analysis and implementation of IO and Integrated Joint Special Technical Operations (IJSTO) tools and capabilities.
- e. Support IO in experiments, exercises, and other events.
- f. Design and insert IO activities into the CCMD Regional/Country Cooperation Plans (RCP/CCP).
- g. Support development of CONOPS and requirements for IO capabilities and programs that will enhance warfighting capabilities.
- h. Provide options that utilize IO and Special Technical Operations (STO) capabilities to enhance current operations, crisis response, and force protection.
- i. Provide support to the conduct of theater scenario exercises with command elements utilizing strategic and operational IO capabilities.

C.5.7.2 SUBTASK 2 – ENGAGING LOCAL PARTNERS

The contractor shall provide best practices, expertise, and/or training on the use of traditional and digital media to local partners. The contractor shall develop and implement a training curriculum that creates training relevant to the media environment and the counter terrorism mission set. The contractor shall also provide lessons learned and best practices for operating in the relevant target location to the local partners.

C.5.8 TASK 8 – PROVIDE TRAINING SUPPORT

The contractor shall provide media/social media digital training, sustainment operations training and analytical training as required using extensive hands-on and fully immersive practical classroom exercises as much as practicable. The Contractor shall provide the equipment, training, and training references and shall be responsible for delivering a Program of Instruction (POI). A customized POI, student syllabi, and lessons learned for future development improvements shall be delivered to the Government in digital format at the end of each course (See Section F, Deliverable 22). The contractor shall provide an automated system for collecting student comments and provide a printed summary of their comments. The contractor will be required to establish network configuration, class room/hardware setup, and a safe working environment for students and instructors.

- a. Curricula shall include the following topics:
 - 1. Social media research, analytics, and exploitation tools.
 - 2. Online and social media capabilities, skills, tools, and TTPs.
 - 3. Regional atmospherics (target audience analysis).
 - 4. Digital campaign and strategic planning.
 - 5. Digital disguises and tools: digital footprints (minimizing digital signatures).
 - 6. Advanced search engine optimization (SEO).
 - 7. Political warfare and emotion, as it relates to the internet and social media.
 - 8. Translation tools and technologies.
 - 9. Replicable lessons learned focused on and unique to supporting special operations in a digital environment.
 - 10. Digital Rules of Engagement.

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11. Configure safe browsing environment.
12. Basic network architecture, browser configuration and hardware/software considerations for affiliations within internet browsing and access points.
13. Methods of digital surveillance and SE reconnaissance.
14. Best Practices/Methodology/SOPs on how to get started with using Social Media Platforms for understanding PAI.
- b. The contractor shall deliver training in order for the students to achieve and acquire the learning objectives and competencies listed below:
 1. Understanding of dissemination tools and platforms.
 2. Advanced understanding of how to use, understand, employ and validate information from the online environment.
 3. Understanding attribution while accessing an internet domain.
 4. Understanding that the cyber environment provides both opportunities and vulnerabilities to use, understand, employ and validate data and information for mission objectives.
 5. Understanding different social media platforms, how to integrate them, and how to achieve influence or tracking.
 6. State differences between blogs, micro-blogs, video, image and other social networks.
 7. Identify different types of identity management approaches within digital.
 8. Understanding how information and data on the internet is categorized, indexed, and mapped to interested consumers of that information.
 9. Understanding and leveraging search engine optimization (SEO) for mission exploits and influence opportunities, or for vulnerability mitigation.
 10. Understanding of machine translation (MT) of foreign language online content.
 11. Understand the intricacies of online Social Engineering (SE), and the difference between physical and digital personas.
 12. Understanding authorities and doctrine for digital operations.
 13. Enable users to organize the dissemination platform information so as to follow people, content, and topics of interest on social networks.
 14. Organize the management tools to follow, track, or discern information.
 15. Configure automated filters for dynamic user alerts; digital geo-fencing.
 16. Interpret real-world, online examples of digital content for SEO means and methods.
 17. Create thematic search queries on Social Media Management Tools.
 18. Create thematic search queries on Social Media Research and Analytic tools.
 19. Create thematic search queries on Machine Translation Tools.
 20. Produce output reports from all of these software tools.

